

Seattle Parks and Recreation

2011 Annual WMBE Plan

The Seattle Parks and Recreation Department strongly supports and participates in WMBE utilization. It will continue to examine and develop ways to maintain its superior percentage rate in the area of construction contracting and to increase the percentage of its non-exempt expenditures used to purchase goods and services from and to hire firms registered as WMBE with the City of Seattle. It continues to review monthly and report quarterly on its utilization rates.

1. Department Representative

Angela Harewood-Potter, Strategic Advisor of the Planning and Development Division (PDD), will coordinate the Department's WMBE activities and act as representative to the Contracting Equity Interdepartmental Team (IDT) coordinated by the Department of Finance And Administrative Services (DFAS), and will commit to the following tasks in 2011:

- Develop the Department's WMBE plan and track its progress through quarterly utilization reports.
- Attend monthly IDT meetings
- Attend occasional retreats/forums related to contracting issues
- Attend the Regional contracting Forum on March 30, 2011
- Attend Tabor 100 "Meet and Greet" sessions
- Coordinate departmental WMBE training sessions
- Share the Department's plan, efforts, strategies and results with others as requested

2. 2011 Goals

2010 Results Overview:

The Department's achievement in the construction contracting area of a 38.19% WMBE utilization rate versus a goal of 19.39% is significant, and allows the department to show a high overall utilization rate of 26.77%, versus the overall goal of 19%. The Department's purchasing policies emphasize shopping for the best value, using Blanket Contracts, City Credit Cards and Direct Vouchers. These purchases are now decentralized, so it has not been as easy to achieve WMBE utilization goals since best value does not always achieve purchasing equity.

➤ Five -Year Participation Rate Summary

WMBE %	Purchasing	Consultant Contracting
2006	13.87	8.59
2007	16.47	17.92
2008	19.84	19.12
2009	16.44	17.12
2010	14.81	14.15

In 2010, the Department's WMBE utilization in the purchasing and consultant contracting areas fell short its goals, and the improvements achieved in 2007-2008 biennium. Areas where WMBE participation were below targets were in the use of Direct Vouchers (DV's), Purchase Contracts, and non-Roster Consultant Contracts. The discontinuation of our central warehouse continues to be a factor in lower WMBE utilization rates in the Purchasing category. While warehouse staff shared information about WMBE sources, the lack of a single point of contact has made promoting WMBE firms more difficult. Many low orgs exceeded the purchasing and

contracting goal by substantial margins. This is particularly notable because, in a large and dispersed organization like Seattle Parks and Recreation where expenditure decisions are made by field staff, it demonstrates that contracting equity is a shared value and that staff broadly apply its principles. In the non-Roster Consultant Contracting category, the evaluation of whether additional solicitation strategies are appropriate, will include an analysis of the market to determine the most effective means to attract an adequate number of qualified and competitive firms to respond to the Department's solicitation for consultant services. In 2011, the Department will increase its efforts to improve the purchasing utilization rates of non-exempt expenditures, and to hire firms registered as WMBE with the City of Seattle to do more of the variety of consulting contract work needed to support its operations. This remedial approach is outlined further in the Strategies and Department Training sections of this plan.

The 2010 overall achievements were as follows:

Purchasing & Contracts	2010 Total \$	2010 Total WMBE	2010 Goal
Parks \$	14,956,131	2,184,747	
%		14.61%	
Parks Purchasing \$	10,039,071	1,486,613	Purchasing
%		14.81%	18.08%
Blanket Contract	5,990,140	1,189,713	
		19.86%	
Direct Vouchers	3,274,439	275,944	
		8.43%	
Purchase Contract	774,493	20,956	
		2.71%	
Parks Contracting \$	4,879,623	690,709	Consultant
%		14.15%	18.83%
Consultant Contracts	2,847,746	315,888	
%		11.09%	
Consultant Roster	2,031,877	374,821	
%		18.45%	

While not part of the purchasing and contracting goals, at 52% of total reported expenditures, the Department's construction contract expenditures (related primarily to design and engineering), represent a significant opportunity for WMBE utilization. Virtually all Public Works construction contracts are executed and managed by the PDD, which maintains a high level of WMBE participation as reflected in its performance in 2010:

CONTRACT TYPE	WMBE PAYMENTS MADE	TOTAL PAYMENTS MADE	PERCENT WMBE UTILIZATION
CONSTRUCTION CONTRACTS	\$6,073,934	\$15,905,598	38.19%

➤ Areas of Success

For both the Regional Contracting Forum in 2009 and 2010, the department had representatives from three of its five divisions where most of our purchasing and contracting activity occurs. The Park Engineer also participated in the Construction Subcontracting Task Force focus group on June 21, 2010.

Ongoing department representation at Tabor 100 and similar events has provided a consistent conduit for WMBE firms to get their marketing materials distributed to the appropriate staff. The establishment of internal contacts for this distribution also serves as a way to reinforce WMBE aspirations.

Supporting WMBE utilization and the WMBE outreach plan were both part of Seattle Parks and Recreation's Strategic Action Plan and Work Plan for 2010. Through the RSJI Change Team, the Department continued to include increasing WMBE utilization in its annual workplan and to discuss ways to further educate its staff on how to engage our community businesses and encourage those eligible to register as WMBE's with the City.

Purchasing and Consulting Goals for 2011

Because our large and dispersed structure is also a challenge for tracking where we are succeeding or falling short, and knowing that there are some areas where increased understanding of the City's policies regarding contracting equity and the use of WMBE firms will improve results, the goals for 2011 in Purchasing and Consulting will remain at the 2010 level, i.e.

18.08% for Purchasing and 18.83 for Consulting. This also seems a prudent course given the actual 2010 results in these contract categories.

➤ Strategies for Improving WMBE Utilization

The Department's WMBE representative will work with directors, managers and supervisors of all divisions to reinforce the City's WMBE initiative and goals, and the Department's role in achieving them. A training refresher may be needed to re-emphasize the Race and Social Justice implications of the City's policies, and to remind staff of the importance of this initiative to the Department's Accountability Agreement with the Mayor and the role they play in fulfilling these commitments. The potential training session(s) will be explored and developed with the help of the Contracting Equity staff at DFAS. Analysis continues to show that many of our vendors who are eligible to register with the City as WMBEs have not done so. The WMBE representative will also disseminate information about the ease of this process and encourage staff to assist such vendors to register.

Other strategies include obtaining lists of businesses in the greater Seattle area, paying particular attention to those close to Parks facilities, with the intention of determining the the nature and WMBE status of those businesses, and providing these lists to the staff responsible for purchasing supplies and consultant services throughout the Department. In addition, the Department representative will attend as many of the DFAS "Meet and Greet" sessions as possible, with the intention of establishing new WMBE business contacts for the Department. This multi-faceted approach of internal reinforcement and re-emphasis of the policies that guide WMBE utilization, registering of vendors, providing lists of accessible WMBE vendors and consultants to appropriate staff, and establishing new contacts, should provide a sound basis upon which the goals for 2011 can be achieved, and those for future years can be improved.

➤ Job Order Contract (JOC) Utilization

Parks construction projects tend to be unique due to many factors – location, underlying geology, community demographics, aesthetic considerations, etc. They also often exceed the monetary limits of the Job Order Contracting process, which lends itself to small-value contracts and a "cookie-cutter" unit pricing approach, attributes which are not generally the best option for implementation of unique projects. Taking some of these large projects apart to employ JOC

processes, although feasible, can be a significant and time-consuming undertaking. Alternatively, many of Parks ongoing preventative maintenance and small building renovation projects can be a source of JOCs mainly because they are routine, involve minor construction, and have budgets which are less than the JOC threshold of \$300,000 . In 2009, PDD had identified two projects for potential JOC contracting – Junction Plaza Park Development (\$175,000) and Queen Anne Community Center Electrical Systems Renovation (\$138,386). Both projects were successfully completed in 2010. So far in 2011, there are already four projects that have filed JOC work order outreach plans:

- Freeway Park Lighting - \$111,000 a sub-project that renovates and improve existing pedestrian lighting, part of the \$2.4M Freeway Park Renovation project
- Denny Park Lighting - \$85,000 to improve existing pedestrian lighting
- Ravenna Eckstein Community Center - \$133,000 for roof replacement
- 3rd Avenue Sidewalks - \$72,000 to construct a sidewalk on the west boundary of Hubbard Homestead Park

At \$401,000, the combined total amount of these four JOCs would be a 27% increase over the 2010 total JOC amount.

3. Project Specific Strategies and Objectives

Although construction activities are well above targeted WMBE goals, the Department Representative will commit to providing timely information about upcoming capital projects to organizations such as the CDCC, Urban League, the Rotaries and the Chambers of Commerce that sponsor events for area businesses. Opportunity for advanced planning on outreach and recruitment for capital projects occurs mainly in the PDD. Staff there will identify upcoming projects on our public websites and promote them at the Reverse Trade Fair, so that WMBEs can familiarize themselves with such opportunities in advance and be prepared to compete for them. Project information will be updated on a bi-monthly basis so that both prime contractors and WMBE sub-contractors will be aware of the changes in project scope or schedule as they go through the design process.

In general, engineering and project management staff within the PDD are familiar with WMBE goals and methods to maximize utilization. The Park Engineer has been regularly keeping PDD staff informed of developments and opportunities with regard to WMBE and overall construction matters. Through the PDD, the Department will strive to identify WMBE providers of products and materials used in Public Works construction, and include such in standard specifications as allowed by DFAS.

4. Department Training

The training refresher mentioned in the strategies for improved utilization, will be concentrated on the staff who can most influence the Department's overall performance in meeting WMBE goals. DFAS has designed free training sessions for presentation to the director, middle management and staff levels. A short session to remind directors about the importance of the WMBE goals as part of the Accountability Agreement with the Mayor, as well as one which informs staff about the WMBE policies and procedures and the tools and other resources that can assist them in helping the Department to improve its participation percentage, appear to be appropriate for reinforcing the WMBE message in 2011. Staff targeted include those in the Seattle Conservation Corps, Recreation's Community Centers and special programs, Facilities Maintenance shops, the Natural Resources Unit and Golf. Most of the staff training will be done in small groups to tailor the information to the their purchasing and contracting needs. The

director level reminder will most likely be included as an agenda item at an Executive Team meeting.

5. **Outreach Events**

Staff from several divisions of Seattle Parks and Recreation who are involved in contracting and purchasing have participated in the Regional Contracting Forum and the City Reverse Trade Fair in past years. Staff also attend and distribute business materials at the “Meet and Greets” sponsored by the Tabor 100. These practices will continue in 2011. The Department is also researching ways to promote WMBEs to organizations where we have a sponsorship, such as the Western Washington Recreation Council and the Washington Recreation and Parks Association. The table below lists events in which the Department representative, with help from staff as needed, intends to participate to promote the Department’s visibility in the community and its commitment to the City’s WMBE initiative. Firm dates for all these events are not yet available, but will be provided when known, and other events will be added as event information is received and attendance deemed probable.

Organizer	Events	Dates	Event Location
<i>1st Half of 2011</i>			
City of Seattle Events	City Meet and Greets	March 18, Jun 17, Oct 21 & Nov 18, 2011, 11:00 to 1:00	Seattle Municipal Tower 4050/60
	Regional Contracting Forum	March 30, 2011 8:00-3:00	Washington State Convention and Trade Center
African American Partnerships for Prosperity	Annual Small and Minority Business Trade Conference	May	
Greater Seattle Chamber of Commerce	Annual Tradeshow	May	
Northwest Minority Supplier Development Council	Business Conference and Opportunity Fair	July	Seattle Westin Hotel
Tabor 100	Captains of Industry Gala	September 18, 2010 5:00pm	
	Holiday Appreciation Reception	December 2010	
Renton Vocational Tech	Small Business Fair	Saturday, Sept. 25 8:00 am to 3:30 pm	Building I 3000 NE 4th Street
Native American PTAC	Native PTAC Native American and Veteran’s Business Conference	September 7 & 8, 2010	Tulalip Resort Hotel and Convention Center

6. **Consultant Inclusion Plans**

As with construction contracting, the Department will maintain a consistent commitment to provide timely information about consultant opportunities to WMBE firms. Project lists and subsequent updates will be sent directly to organizations most likely to foster relations with the WMBE consultant community. “Meet and Greet” events, especially those sponsored by WMBE organizations will be used to further develop relationships with consultants eligible to do City work. Owners of these businesses will be encouraged to register as WMBE firms to make it easier for staff to do their part in achieving contracting equity. It is evident that there some firms who distrust the “system” and think that registering as WMBE firms both stigmatizes them and is

cumbersome. Direct communication with these firms will provide an opportunity to clarify what registration with the City means, how easy it is, and how advantageous to minority-owned businesses it can be. Additional training will allow our staff to assist those eligible to register with the City as WMBE, thus enabling these businesses to form relationships, not only with Parks, but with a variety of City departments.

7. Additional Strategies and Efforts

DV and Purchase Contracts: Through staff training on WMBE tools and resources including providing staff in community centers and remote facilities with the names and addresses of WMBE firms located in the communities they serve, the Department will increase the use of these firms to meet office and operating supply needs and encourage Vendor Contract Registration on projects greater than \$44,000.